



# Fire & EMS Department



*“Honoring Our Past  
And  
Planning For Our Future”*



***STRATEGIC PLAN***  
***2001-2006***

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## **INTRODUCTION**

The Lynchburg Fire & EMS Department recently completed a year-long venture that culminated in the drafting of a departmental Strategic Plan. This plan, while detailing enhancements to be undertaken by the department, can be more appropriately categorized as a roadmap for service to the community and its citizens. This planning effort reinforced the concept that only by positively impacting the lives of the citizens and others it serves can the Lynchburg Fire & EMS Department ensure its own viability.

## **STRATEGIC PLANNING TEAM**

Selection of Strategic Planning Team members generated a variety of challenges. A special “mix” of individuals was needed in order to accomplish the many facets associated with Strategic Plan development and communication. A team of employees that collectively possessed the necessary abilities, traits, and the logistical attributes were selected to address the myriad of demanding tasks encountered during the planning process.

Special thanks are given to The Strategic Planning Team members who committed themselves to developing a strategic plan through commitment, hard work and creativity. This Strategic Plan will guide the Lynchburg Department of Fire and EMS into the 21<sup>st</sup> century and align with the Vision and Goals already established by City Council and the citizens of Lynchburg. Team members:

C.V. “Buddy” Martinette	Brad Ferguson	Les Puckett
Ricky Bomar	Walt Bailey	Will McChesney
Ninette Heath	Keith Johnson	Carolyn Anders
Kara James	Sam Bryant	Heather Childress
Ronnie Lewis	Miles Tranks	Maurice Bruce
Facilitator Deborah Dunford	Layne Terrell	Tammy Sage

## **BACKGROUND**

The decision to develop a departmental strategic plan was actually the culmination of many years of sporadic planning efforts that did not comprehensively analyze and address the department’s future direction. Often, planning and change took place after major change had occurred (reactive) rather than the planning function being utilized to determine and guide future direction (proactive). In some cases, resistance to change resulted in no planning effort taking place even after major change had occurred.

The department’s first major planning effort, a Comprehensive Fire and Emergency Medical Services Plan, was completed in 1995; and, in addition to analyzing departmental operational and administrative policy, this document “benchmarked” the department against other area departments as well as selected “cutting edge” organizations.

While a “step in the right direction” and a far greater effort than had been accomplished previously, this plan was not, for the most part, aligned with City goals and planning activities.

With the hiring of a new Fire Chief in June of 2000, conditions were favorable to take a comprehensive or systems approach to planning and analysis. Thus, in August of 2000, with the assistance of a consultant skilled in strategic planning, the development of a strategic planning document for the Lynchburg Department of Fire and EMS was initiated.

## **DEFINITIONS**

**Actions:** Specific objectives to accomplish Focus Area Strategy

**Completed Staff Work Model:** Work process designed to ensure complete study and reporting of projects and work assignments

**Could Be Actions:** A list of potential actions determined by data analysis of current reality, which have not been run through the Weighted Criteria Filter.

**Decision Filter:** Criteria that will be used when an employee is presented with an opportunity to make a choice.

**Desired Outcome:** A view of the end result desired in a situation, work project, or strategic action.

**Focus Area:** Represents a major work area of the Strategic Plan developed by analyzing and grouping the characteristics of a great Fire and EMS department.

**Focus Area Leader:** Management level leader who is responsible for achievement of Focus Area strategies

**Intermediate Term:** Six months to two years time frame under which a Focus Area strategy will be accomplished

**KSAs:** Knowledge, Skills, and Abilities

**Long Term:** Five-year time frame under which a Focus Area strategy will be accomplished

**Short Term:** Up to six months time frame under which a Focus Area strategy will be accomplished

**Strategies:** Specific work objectives or desired outcomes of individual Focus Areas

**Strategic Leader:** Senior staff employee responsible for coordination, implementation, and accomplishment of Focus Area outcomes

**Time Allocation Model:** Pictorial and percentage model used to guide all levels of staff to utilize their time more efficiently.

## **THE PROCESS**

There are many methodologies associated with strategic planning. The process selected for developing the department's Strategic Plan involved the following broad steps/actions:

- Chartering a team
- Analyzing customer strategies and interrelationships
- Formulating departmental values, purpose, and vision
- Defining and categorizing departmental characteristics
- Documenting present practices and comparing with desired enhancements
- Developing an action plan to accomplish desired enhancements
- Integration of previous steps into a formal, comprehensive Strategic Planning document and Communications Plan

The Strategic Planning Process Chart illustrated in Appendix A depicts these activities in further detail.

### **VISION, PURPOSE, AND VALUES**

To provide a process for decision-making and strategic alignment, the department created a new vision, purpose, and values statement. This will make certain that all employees are using the same criteria for decision-making when striving to achieve the department's strategic objectives.



#### **VISION**

“An environment where customers are safe and feel secure through community partnerships and innovative utilization of resources.”

#### **PURPOSE**

“To form partnerships that cultivate a safe environment through education, direction, and resolution to fire, emergency medical, or life safety situations.”

#### **VALUES**

“Trust – Honesty – Integrity – Compassion”

## **ALIGNMENT**

For any department strategic plan to be successful there must be a link between what Council wants for the City, and what the citizens expectations are for the department. This was accomplished by surveying citizens, customer groups and City Council as well as analyzing Council's "Lynchburg 2020 Vision statement," by identifying all customers, their needs and wants, and determining the interrelationship (See Appendix B) between each of them and the Fire and EMS Department. City Council's Vision is to create "Stable, Productive, Inspired Families," "Dynamic Economic Development," A Superior Integrated Education Community," "A Community Environment Second to None;" and a "Responsive, Effective Local Government."

The Lynchburg Fire & EMS Department Strategic Planning Team developed this strategic plan based on alignment with the City's 2020 Vision, and Council's desired outcome to be "A Community Environment Second to None."

## **FOCUS AREAS**

Analysis of the department's customer groups, along with a root cause analysis of departmental "Perceived Problems", and the evaluation of customer surveys provided hundreds of "Could Be Action" opportunities. To understand the relationship these opportunities have on the organization, the Strategic Planning Team affintized them into focus areas and then developed desired outcome statements for each focus area. The Lynchburg Fire & EMS Department's Focus Areas and Outcome Statements are:

- ◆ **Community Environment:** Provide innovative and compassionate services to improve our community and enhance our customers' quality of life.
- ◆ **Organizational Development:** Seek innovative organizational opportunities to maximize customer service.
- ◆ **Resource Development:** Provide resources that support the delivery of quality service.
- ◆ **Public Relations:** Establish relationships to promote public safety education.
- ◆ **Regional Cooperation:** Cultivate cooperative relationships to align regional public safety initiatives.

## **DECISION-MAKING CRITERIA/FILTER**

In order to maintain objectivity, the Team settled on a number of decision-making criteria by which our strategic actions would later be evaluated and prioritized. We set the criteria first, so that we could examine these actions in an unbiased manner. Each of the focus areas produced a myriad of current reality data points that when researched and analyzed led to the

recommendation of specific “Could Be” actions. Each of these Could-Be, strategic actions was measured by the same criteria.

The department’s “Decision Filter” helps members make proper decisions and does an excellent job of aligning opportunities, but does little to prioritize them for completion. The Weighted Criteria Filter is a tool with a different set of factors that are identified by importance and weighted accordingly. (See Appendix C)

By examining personal and professional decision-making values that have an internal and external impact on our choices, the “Weighted Criteria Filter” was developed. Each category is weighted according to the degree it effects the situation. The ability to prioritize is the result of consideration of many of these types of factors and weights. Included in our criteria filter are the following considerations: Customer 20%, Members 15%, Media 10%, Alignment 15%, Cost 10%, Safety 5%, Resource Demand 10%, Politics 10%, and Priority 5%. Each opportunity is then evaluated based on the same criteria with the same weighted factor. The result is a prioritization of opportunities for each Focus Area.

The important factors to note for this stage of the process are the weighting of the criterion and the scale of the individual criteria. By agreeing on these as a Team, we ensured that when each member individually completed the Decision-Making Filter, he or she would be using the same frame of reference as everyone else. This eliminated the normal range of personal tastes, preferences, etc. from entering into the ranking process. This mutually agreed upon structure made the process “clean” and free of whimsy than other decision-making methods.

## **PLANNING AND THE PLANNING CYCLE**

The Lynchburg Fire and EMS Department is conducting integrated planning, which requires an understanding of the time frames under which things must happen.

Planning is often divided into areas in accordance with the length of time the plan will encompass. The planning process is basically the same regardless of length of time for implementation. However, thinking about planning according to various time frames is useful since planning, in some ways, should be sequential or chronological. In other words, the department will detail its long-range plans first, intermediate plans second, short-term plans third, and our daily plans last. If, properly developed, each set of plans will grow from the previous set so those plans with a shorter time frame contribute to the realization of those that will take longer.

The Lynchburg Fire and EMS Department planning covers these time frames: Strategic Plans (long term - two + years), Intermediate Plans (six months to two + years); Short Term Plans, one to six months); Monthly Plans (one week to one month); and Daily Plans (one to

six days). Every group within the organization must make long term, intermediate, short term, monthly, and daily plans.

Recognizing that planning must take place at all levels of the organization, the Lynchburg Fire and EMS Department has determined that primary responsibility for various levels of planning should be assigned to corresponding positions in the organization. Therefore, the Executive Group (Chief, Deputy Chiefs, and Fire Administrative Officer) are primarily responsible for strategic planning, the Management Group (Battalion Chiefs), will be assigned intermediate planning, the Supervisory Group (Captains and Team Leaders), will be assigned short term, monthly and weekly planning, and the Employee Group will undertake weekly and daily planning.

In traditional organizations, the type of planning each group does is consistent with the amount and nature of the information it has. Thus executives, who have the most global information, do strategic planning (creating the future); managers, who have the most area specific information, do intermediate planning (including improving systems and processes); supervisors, who have the most operational information, do short-term planning; team leaders, who have the most immediate need and scheduling information, make monthly plans; and employees, who have the most work specific information, do daily and weekly planning.

### **COMPLETED STAFF WORK**

In order to be effective, a process that ensures consistency, timeliness, accuracy, inclusiveness, alignment, and measurability must guide the implementation of individual strategies recommended in the Strategic Plan. The “**Completed Staff Work Model**” defined in the process matrix (Appendix D) will be utilized by departmental work teams and individuals to accomplish objectives.

### **THE PLAN**

Following are the desired Outcomes, Goals, Strategies, and Actions that collectively comprise the Strategic Action Plan. The progress and development of “Desired Outcomes” and “Goals” within “Focus Areas will be individually monitored by “**Strategic Leaders**” who are assigned oversight responsibilities for these broad plan elements.





# COMMUNITY ENVIRONMENT

“Provide innovative and compassionate services to improve our community and enhance our customers’ quality of life.”



**Lynchburg Fire & EMS**  
Strategic Plan 2001



**FOCUS AREA: COMMUNITY ENVIRONMENT**

**“Provide innovative and compassionate services to improve our community and enhance our customers quality of life.”**

Strategic Leader: Deputy Chief Ferguson  
Focus Area Leader: Battalion Chief Gary Regan

<b>Goal 1: Develop a post-incident program to cultivate a safe environment for the community.</b>		
Strategies & Actions:	Timeframe	Accountability
1. Develop a Lynchburg Fire & EMS Foundation to assist customers with restoration efforts.	<b>Short Term</b>	
2. Conduct post-incident follow up analysis to ensure established standards are maintained and quality customer service is achieved.	<b>Short Term</b>	
3. Develop a Restoration Program to ensure customers get the resources necessary to restore their quality of life after a fire, EMS situation, or other emergency.	Intermediate	

<b>Goal 2: Develop a wellness plan for the community to enhance our customers' quality of life.</b>		
Strategies & Actions:	Timeframe	Accountability
1. Develop a Community Needs Response Plan to address specific needs with regards to our customers' quality of life. <ul style="list-style-type: none"><li>• Acquire information about citizens with special needs in order to address specific customer care requirements.</li><li>• Develop and implement a community-based wellness plan in order to create a customer that is less dependent on emergency services care.</li></ul>	Short Term	
	Long Term	
2. Implement a public access defibrillator program to ensure timely intervention in heart related incidents.	Long Term	

**Note: Bolded time frames are currently being accomplished.**

## Focus Area



# ORGANIZATIONAL DEVELOPMENT

“Seek innovative organizational opportunities to maximize customer service.”



**Lynchburg Fire & EMS**  
Strategic Plan 2001



## **FOCUS AREA: ORGANIZATIONAL DEVELOPMENT**

**“Seek innovative organizational opportunities to maximize customer service.”**

Strategic Leader: Fire Chief C. V. Martinette  
Focus Area Leader: Battalion Chief Doug DeJarnette

<b>Goal 1: Develop a workforce plan to ensure the right people, with the right skills, are in the right place at the right time.</b>		
Strategies & Actions:	Timeframe	Accountability
1. Maintain a departmental Health and Wellness Program to ensure the health and welfare of our members.	<b>Short Term</b>	
2. Develop a Succession Plan to ensure proper and timely replacement of personnel to maintain functional leadership. <ul style="list-style-type: none"> <li>Develop an over hire procedure in order to reduce the time positions are vacant after retirement or resignation.</li> <li>Develop funding procedure for retirement, comp. time/sick leave, etc., in order to reduce the amount of time positions have to be held vacant to recuperate the cost of non-budgeted personnel funds.</li> </ul>	Short Term	
3. Implement continuous workforce training to ensure quality service and highly skilled employees. <ul style="list-style-type: none"> <li>Provide “Completed Staff Work” training for all departmental members to ensure personnel are properly analyzing and solving issues.</li> <li>Conduct education and training to Lyn-Com employees about Fire Department functions enabling them to provide more efficient dispatching.</li> <li>Develop Emergency Medical dispatching procedures in order to more effectively deliver emergency services based on true need.</li> <li>Develop and deliver officer development and leadership training for all levels in the Fire Department in order to ensure consistent department leadership.</li> <li>Develop and provide continuous in-house training in order to maintain excellent employee skills.</li> <li>Conduct, analyze, and document department training statistics to ensure the department is receiving adequate training.</li> </ul>	Intermediate	
4. Establish KSA and competency-based job descriptions for all positions in the department in order to clarify roles and expectations, properly evaluate performance, and recruit and hire qualified applicants.	Short Term	
5. Maintain policies and procedures (promotional policy, uniform policy, etc.) in order to ensure consistent application of Departmental policies.	<b>Short Term</b>	
6. Establish a career path progression for all positions in the department in order to forecast required future employee training and ensure availability of qualified applicants to fill positions.	Intermediate	
7. Establish formal educational requirements for all positions based on the knowledge, skills, abilities, and competencies required of that position in order to ensure properly skilled persons could fulfill the needs of a changing job environment.	Intermediate	
8. Establish and promote diversity initiatives in order to ensure the department is representative of our community. <ul style="list-style-type: none"> <li>Establish a Diversity Committee in order to implement goals and plans for successful minority recruitment.</li> <li>Study the departmental promotional process to ensure that no “prior experience” selection barriers exist.</li> <li>Develop and institute formal departmental training in cultural diversity in order to create a more sensitive workforce.</li> </ul>	Short Term	

**FOCUS AREA: ORGANIZATIONAL DEVELOPMENT, Continued**  
**“Seek innovative organizational opportunities to maximize customer service.”**

Strategic Leader: Fire Chief C. V. Martinette  
 Focus Area Leader: Battalion Chief Doug DeJarnette

<b>Goal 1: Develop a workforce plan to ensure the right people, with the right skills, are in the right place at the right time.</b>		
Strategies & Actions:	Timeframe	Accountability
9. Partner with Human Resources to address compensation issues based on the KSA's required for all positions in order to fairly compensate employees and maintain a strong and experienced workforce.	<b>Short Term</b>	
10. Ensure the departmental promotional policy and career path objectives align with expectations of behavior for each position in order to maintain a skilled workforce.	<b>Short Term</b>	
11. Establish a Citizen Volunteer Coordinator in order to coordinate all volunteer opportunities. <ul style="list-style-type: none"> <li>Develop Citizen Emergency Response Teams in order to help the department address community-based disasters.</li> <li>Identify opportunities and recruit volunteers to assist the department in achieving its purpose and vision.</li> </ul>	Intermediate	
12. Maintain 100% Executive Fire Officer participation for all officers above Captain and other key specialty positions, as defined by the National Fire Academy, in order to continually develop the leadership of the department.	<b>Short Term</b>	

<b>Goal 2: Develop a comprehensive planning and analysis process in order to provide the most efficient and effective customer service.</b>		
Strategies & Actions:	Timeframe	Accountability
1. Develop an internal Communication Plan to ensure quality service, timely distribution of information, consistent feedback, and alignment of strategic goals and actions.	Short Term	
2. Become an accredited fire department in order to ensure adequate, timely, and functional response with the proper amount of equipment and personnel to maximize emergency situation effectiveness. <ul style="list-style-type: none"> <li>Establish standards of coverage criteria and self-assessment measures in order to maximize emergency scene effectiveness.</li> </ul>	Long Term	
	<b>Short Term</b>	
	Intermediate	
3. Provide an annual review of the Strategic Plan in order to ensure progress and make adjustments based on a changing fiscal, political, and operational environment. <ul style="list-style-type: none"> <li>Environmental Scan update</li> </ul>	Short Term	
4. Establish a monthly, quarterly, and yearly process to continually analyze department statistical data.	Intermediate	
5. Evaluate non-emergency transport system for effectiveness in order to ensure the best utilization of resources based on customer needs and expectations.	Intermediate	
6. Evaluate EMS field supervisor positions in order to provide continued quality customer service in the medical delivery system.		

## Focus Area



# RESOURCE DEVELOPMENT

“Provide resources that support the delivery of quality service.”



**Lynchburg Fire & EMS**  
Strategic Plan 2001



### **RESOURCE DEVELOPMENT FOCUS AREA**

**“Provide resources that support the delivery of quality service.”**

Strategic Leader: Will McChesney, Fire Administrative Officer  
Focus Area Leader: Battalion Chief Fred Mills

<b>Goal 1: Develop a program that ensures consistent replacement schedules, distribution methods, and funding strategies to support non-personnel resources.</b>		
<b>Strategies &amp; Actions:</b>	<b>Timeframe</b>	<b>Accountability</b>
1. Develop a Facilities Plan to ensure existing and future buildings meet code requirements and have adequate space and equipment in order to support the needs of departmental personnel and the dynamic demands of the service area. <ul style="list-style-type: none"><li>• Determine suitability/adequacy of current facilities and equipment to effectively manage these resources.</li><li>• Develop a small engine repair process (including training) in order to maintain functional equipment and ensure the best use of these resources.</li></ul>	Intermediate	
2. Develop a Resource Plan for the replacement, distribution and funding of computer equipment, vehicle and power equipment, parts and supplies, in order to budget adequately and allocate resources effectively. <ul style="list-style-type: none"><li>• Update and improve resource acquisition and distribution processes to ensure internal customers have the proper equipment to perform departmental functions.</li></ul>	Intermediate	
3. Establish a Grant Committee to explore alternative funding to maximize the use of tax dollars allocated to the Department.	<b>Short Term</b>	

## Focus Area



# PUBLIC RELATIONS

“Establish relationships to promote public safety education.”



**Lynchburg Fire & EMS**  
Strategic Plan 2001





## **FOCUS AREA: PUBLIC RELATIONS**

### **“Establish relationships to promote public safety education.”**

Strategic Leader: Deputy Chief Brad Ferguson  
 Focus Area Leader: Fire Marshal/Battalion Chief John Jennings

<b>Goal 1: Develop educational programs for all Lynchburg Fire &amp; EMS customer groups in order to promote public safety.</b>		
Strategies & Actions:	Timeframe	Accountability
1. Establish a public education position in the Fire Marshal’s Office to coordinate and develop fire and EMS educational efforts in order to maximize customer knowledge of fire and injury prevention.	Short Term	
2. Promote additional partnerships in education between all stations and area schools in order to increase Public Safety Education Program delivery. <ul style="list-style-type: none"> <li>Establish partnerships with “at risk” youth facilities and alternative schools to promote public safety education.</li> <li>Establish guidelines and lesson plans for delivery of Public Education Programs in order to provide consistent training for all customer groups.</li> </ul>	Short Term	
3. Establish partnerships with Neighborhood Watch groups and other civic organizations in order to deliver more effective Public Safety Education Programs.	Intermediate	
4. Partner with local businesses in order to promote public safety. <ul style="list-style-type: none"> <li>Promote Automatic External Defibrillator availability and training in order to increase victim survivability of heart failure.</li> <li>Promote public safety education programs in local businesses in order to ensure a safe community.</li> <li>Determine the training needs of local businesses in order to anticipate and provide these services.</li> <li>Develop informational packets for area businesses to identify training opportunities and partnership benefits.</li> <li>Foster support from local businesses for the Restoration Program in order to assist victims of fire and EMS emergencies. (See Community Environment Focus Area, Goal 1, Strategy 3)</li> </ul>	Long Term	
5. Implement a Cadet Program in area high schools to create interest in fire and EMS careers, recruit volunteers, and advance public safety education.	Long Term	
6. Actively pursue and maintain a list of speaking opportunities with all customer groups in order to maintain involvement and educate the community and our customers about fire/EMS service issues.	Intermediate	

<b>Goal 2: Establish media relationships and partnerships to ensure effective delivery of public safety education.</b>		
Strategies & Actions:	Timeframe	Accountability
1. Establish partnerships with the local media in order to provide public safety announcements. <ul style="list-style-type: none"> <li>Establish a media committee in order to develop public service announcements for future broadcasts.</li> </ul>	Short Term	
2. Foster cooperation between the department and the media in order to promote positive coverage of emergency events.	Short Term	

## Focus Area



# REGIONAL COOPERATION

“Cultivate cooperative relationships to align regional public safety initiatives.”



**Lynchburg Fire & EMS**  
Strategic Plan 2001



**FOCUS AREA: REGIONAL COOPERATION**

**“Cultivate cooperative relationships to align regional public safety initiatives.”**

Strategic Leader: Deputy Chief R. Les Puckett  
Focus Area Leader: Battalion Chief David St. Clair

<b>Goal 1: Develop a regional cooperation plan to identify opportunities that enhance public safety.</b>		
<b>Strategies &amp; Actions:</b>	<b>Timeframe</b>	<b>Accountability</b>
1. Assist Blue Ridge Fire & EMS member groups as necessary to maximize the use of regional fire and rescue resources. <ul style="list-style-type: none"><li>• Establish a Regional Recruit Academy to develop a highly skilled pre-trained pool of qualified recruit candidates.</li><li>• Develop and implement a program to identify and address current and future regional public safety organizational training needs, including the utilization of trained instructors throughout the region to maximize the effective use of area training resources.</li><li>• Establish regional Standard Operating Procedures to ensure firefighter safety on emergency incidents during mutual aid responses.</li><li>• Encourage regional non-member jurisdictions/public safety agencies to join the regional Blue Ridge Radio System in order to ensure quality and coordinated regional emergency communications.</li></ul>	<b>Short Term</b>  Short Term   Intermediate	
2. Develop and implement a resource sharing process for utilization by interested area public safety agencies to take advantage of all regional resources, reduce dependence on future tax dollars, and enhance citizen services.	Intermediate	
3. Pursue regional grant opportunities in partnership with other interested public safety agencies to maximize effective use of Department, City, and other jurisdictional/agency resources.	Intermediate	
4. Develop a process to coordinate joint procurement activities among interested public safety agencies/jurisdictions to reduce the organizational operations cost and increase the quality of necessary operational equipment and supplies.	Long Term	

## **OPERATIONS PLAN FOR IMPLEMENTATION OF THE STRATEGIC PLAN**

### **Strategic, Business, and Operations Plans**

For any Strategic Plan to actually become a reality, both Business and Operational Plans must be made. A Business Plan is developed by individual divisions in the organization and becomes the framework of how the Strategic Plan will be achieved in those departmental divisions. An Operational Plan is an instruction guide detailing how the Business Plan actually will be accomplished across the organization, and how it will be monitored for needed changes.

Just as Strategic Plans cannot take place without Business Plans, so Business Plans cannot be implemented without Operational Plans. Thus, an organization must have a business plan for what must be done to make the Strategic Plan workable. Likewise, each business unit, division, or department (depending on the size and structure of the organization) must have a business plan delineating what must be done within its sphere to make the organizational business plan workable.

This document is the Operations Plan for the implementation of the departmental Strategic Plan. It represents the documented changes within the department's organizational levels, reasons for the proposed changes, and timeline schedule for Strategic Plan implementation.

### **Reorganization – A Guiding Philosophy**

In all organizations, including divisions within City Government, it is necessary to ensure the organization's effort and direction is aligned with customer expectations. The Lynchburg Fire and EMS Department has consequently revised its Purpose, Vision, and Values statement to more accurately reflect current and future direction. The department has also developed a strategic plan that reflects its intentions and future work efforts.

Analyzing several external-bearing factors influenced the development of the Strategic Plan for which this Operational Plan has been written. These factors included, input from the Department's internal and external customers, a root cause analysis of the department's perceived problems as indicated by the members, and the department's desire to be accredited by the International Association of Fire Chiefs and the International Association of City Managers.

Using the "form follows function" model it is now necessary for the department to fashion an organization that has the structure and ability to accomplish desired goals. In effect, work units, divisions, and employees must be organized in a manner that supports achievement of our purpose, vision, and Strategic Plan.

Reorganization efforts are never easy, as they sometimes require significant investment on the part of the organization. Sometimes this investment is in the form of dollars, and

sometimes it is in the form of time. Whichever is the case, the Lynchburg Fire and EMS Department recognizes and believes it is responsible to work within established fiscal and political boundaries to accomplish the many strategic initiatives contained in the Strategic Plan.

The commitment to reorganize the department for the purpose of achieving our goals is a necessary change if the department is going to be successful. However, certain factors, including fiscal and political realities, were used as boundaries to develop proposed realignment.

The boundaries and decision filter philosophies used to establish changes to the organization included:

- Very limited new cost
- Effective use of existing personnel
- Focus Area assignment with role clarification defined for each position
- Pushing responsibility and accountability downward in the organization
- Establishing an organization where leaders are working in the correct area of the Time Allocation Management Model.
- Providing a system that fosters communications by having work roles cross divisional boundaries
- All new positions address the leadership succession problem by creating leadership and mentoring opportunities. (See Appendix E)

### **Strategic Level Changes**

Changes at the strategic level of the organization included a realignment of senior staff duties. At this level the Operations Deputy Chief will assume duties for all fire and EMS operations. These functions were previously split between the Administrative and Operations Deputy Chiefs. The Administrative Deputy Chief will have responsibility for all department support functions, including the Fire Marshal's Office and Training Division. The Fire Department Administrative Officer, who previously handled the budget, will assume responsibility for all financial aspects of the department, including the EMS Billing Office, Grants Committee, and a proposed new Planning and Analysis position. (See Appendix F – New Organizational Chart and Appendix G – Old Organizational Chart for further details)

The department is seeking a Planning and Analysis position that will be reporting to the Fire Administrative Officer. This position is requested based on the department's desire to operate more efficiently and effectively by using the development, collection, and analysis of data to drive the decision-making process. This individual will operate at the management level of the organization.

Senior staff personnel will be responsible for strategic implementation of the Strategic Plan, evaluation of management personnel's performance in planning progress, and ensuring communication and coordination between divisions. It will be the focus of the Fire Chief to ensure senior staff stays involved at the Strategic level of the "Time Allocation Management Model."

### **Management Level Changes**

The management level of the organization consists of Battalion Chiefs who perform either a staff or line function. The new organization will establish accountability for the implementation of specific strategies within the Strategic Plan. In effect, every mid level manager will have responsibility for a major department function, such as Hazardous Materials or Technical Rescue, or will have a Focus Area assignment. These individuals will also have responsibility for developing a business plan for their area of responsibility that aligns with the department's Strategic Plan.

The department will also operationalize the Emergency Medical Services function. Previously, an administrative Battalion Chief held this position. This position is being eliminated and Emergency Medical Services work and responsibility assigned to a field Battalion Chief.

The Training Division will see the most changes in anticipation of the many Organizational Development strategies contained in the Strategic Plan. Inside this division, the department will create three new Captain level positions (using existing personnel) to conduct EMS training, fire training, and public fire prevention education. The Public Education function will be moved to this division and also have responsibility for Public Information and Marketing. Public Education was previously a part of the Fire Marshals Office.

To address the need for more formal training, the department will establish field trainers for EMS and Fire training, and field educators for Public Fire Prevention Education. These trainers will assist in the delivery of the functional programs noted above, and will also maintain line responsibilities.

The Fire Marshal's office will still contain a Battalion Chief level Fire Marshal with two Assistant Fire Marshals. Each assistant Fire Marshal will assume primary responsibility for one of the two department Battalions. The department also recognizes the Fire Marshal's office contains insufficient personnel to accomplish established inspection and investigation functions, so it will establish and train six Company Inspectors from existing line personnel.

### **Supervisory Level Changes**

The department will propose to create a new Logistics Officer position. This Officer will have a Captain designation. The Resource Development Battalion Chief will supervise the Logistics Officer as well as the department's Vehicle Maintenance Shop.

The department will also propose establishing a Human Resources function. This function will be at the Captain supervisory level and will be responsible for coordination of all hiring

processes, promotional opportunities, disciplinary matters, and the Policy and Procedures Committee. By making this a Captain position, the department is creating another mentoring opportunity and consequently intends on frequently rotating department personnel through this position.

In an effort to expand and take advantage of opportunities for volunteers to work in various department roles, a Citizen Volunteer Coordinator will be established. This person will be a citizen volunteer and will coordinate all volunteer opportunities within the department.

The department will also seek to implement and provide opportunities for individuals to serve as Team Leaders. Team Leaders will not denote rank, but rather suggest responsibility as a committee leader or leader of a group in pursuit of accomplishing a department strategy, action, or directive. Four committees, Procedures Review, Grants, Information Technology, and Standards of Coverage are currently operational using existing personnel.

### **Operations Level Changes**

The department is suggesting the elimination of one of its two Squad Units. It is anticipated the remaining Squad's manpower will be increased by one firefighter per shift for a total of three personnel per shift. Additionally, the unit may be moved to a more central location in the city. This change will make available three positions for upgrade/reassignment to newly created positions in the department.

### **Clerical Support Level Changes**

At the clerical support level of the department, the Administrative Secretary in the Fire Marshal's Office will also assume some of the duties of the Senior Clerk. The current Senior Clerk position will be upgraded to provide support for the Training Division.

### **Limitations and Cost of Plan**

In any planning and reorganization process there are limitations based on policies and programs that must be adjusted or created to make the process a success. The following represent limitations that must be addressed to make the reorganization and implementation of the Strategic Plan a success.

- The department will seek approval to hire a civilian Planning and Analysis employee with identified knowledge, skills, and abilities in planning and analysis. It is hoped this position, with salary and benefits, can be transferred to the Fire Department from another department.

Estimated cost: \$42,000.00 (salary and benefits)

- The department will seek approval to upgrade three firefighter positions to Captain. This proposal is based on department leadership succession data and will create additional leadership opportunities for the purpose of addressing future officer vacancies. (See Appendix F)

Estimated cost: \$15,000.00 (salary and benefits)

- The department proposes to change the current Firefighter III position to a tested position called Master Firefighter. Master Firefighters would serve as shift leaders and would fill in for Company Officers in their absence. The Master Firefighters will represent the pool of candidates from which the department will concentrate its leadership development training and select future Company Officers.

Estimated cost: \$0

- The department will be seeking certification pay for the specialty positions that have additional job responsibilities and certification requirements. These positions are: Field EMS Trainer, Field Fire Trainer, Field Public Fire Prevention Educator, Field Fire Inspectors, Assistant Fire Marshals, Technical Rescue personnel (already in place), and Hazardous Materials personnel.

Estimated Cost: \$39,000.00 (salary and benefits for 15 positions)

- The department will seek the upgrade of an existing Senior Clerk position to an administrative support position for the Training Division.

Estimated cost: \$2,500.00 (salary and benefits)

Total of request: \$98,500.00

Savings from reclassification of one Battalion Chief position to Captain: \$2,555.00

Cost for reorganization: \$95,945.00

The following page outlines the proposed Operational Plan Implementation Schedule.



# Operations Plan/Implementation Schedule

